DOCUMENT RESUME

ED 468 832 EA 031 970

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TITLE	Delegation and Empowerment: Leading With and Through Others.
ISBN	ISBN-1-883001-76-5
PUB DATE	1999-00-00
NOTE	177p.
AVAILABLE FROM	Eye On Education, 6 Depot Way West, Larchmont, NY 10538 ($29.95). Tel: 914-833-0551; Fax: 914-833-0761; Web site: http://www.eyeoneducation.com.
PUB TYPE	Books (010) -- Guides - Non-Classroom (055)
EDRS PRICE	Document Not Available From EDRS.
DESCRIPTORS	*Administrator Behavior; Elementary Secondary Education; *Governance; Group Dynamics; Group Guidance; *Instructional Leadership; *Leadership Styles; *Principals; School Based Management
IDENTIFIERS	*Delegation of Authority

ABSTRACT

This guide shows the school principal how to delegate and empower others to help move the school toward fulfillment of its vision. It emphasizes the need to shift the focus from the task of the individual school professional to the task of the school. It examines the conditions for effective delegation and helps the principal identify opportunities for delegation and match individual competencies with task requirements. While much literature and research are reviewed, real-life situations are also presented to illustrate the book's principles. Attempts are made to integrate relevant theory with practical direction. The guide covers in 10 short chapters the following topics related to delegation and empowerment: the relationship between delegation and effective leadership; the "me" versus the "we" perspective; the importance of clarifying tasks and disclosing parameters; ways to assess the readiness and abilities of others; group dynamics within organizations; team-building skills; effective use of time and resources; jurisdictional issues; and interactions between tasks and individuals. Each chapter contains figures to clarify important points; an introduction or overview; a chapter summary; and a section titled either "Applying Your Knowledge" or "Extending Your Knowledge" or both. (Contains 142 references.) (WFA)

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